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11 February 1974

MEMORANDUM FOR: Secretary, CIA Management Committee

SUBJECT : Organizational Location and Structure
of the CIA Operations Center

1. Attached is a memorandum to the Director from Vince Heyman, Chief of the CIA Operations Center. Because the memorandum deals with organizational and staffing matters, I am sending it to you so that the Management Committee can review the proposals and can advise the Director concerning its recommendations which include:

- The transfer of the Center from the executive management of the DDI/OCI to the Office of the Director.
- Establishment of an independent Table of Organization



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2. The principal justification for the recommendations presented in the memorandum has to do with the image of the CIA Operations Center as Vince Heyman perceives it.

- Internally, there is a "tendency to regard the Center as a proprietary of OCI to the detriment of its CIA image". Vince says, "This perception of the Center's niche in the hierarchy of the Agency is one of the most serious impediments I encounter, especially when dealing with the other Directorates.... unless the Center is an integral part of the Office of the Director, ...we cannot claim to be a CIA Center..."

-- Externally, the "perceived influence" of the Center and the "manner in which other agencies react to us" is "damaging to the Agency". In this connection, Heyman asserts that other organizations--the White House Situation Room, the National Military Command Center of the JCS in the Pentagon, the NSOC of NSA, and the State Operations Center--have more resources--people, space, and technology--than the CIA Operations Center. These other centers also are "part of the top complex of their organizations...have regular contact with their leaderships, and can confidently project themselves both internally and externally."

3. Whether all this is true or not is certainly debatable; however, it is worth noting that Heyman's memorandum presents no explicit examples of how his perceptions are reflected in the performance of the Center. Heyman has informed the Director of Current Intelligence of a few difficulties--all within the Agency--which he attributes to the present organizational subordination of the Operations Center, but they seem to be the type of problems that can be resolved easily and without basic organizational changes. For these reasons, there is a question in my mind as to whether these perceived needs call for organizational changes or are really a reflection of something more personal.

4. There are, however, certain factors which argue very strongly for a close relationship between the Office of Current Intelligence and the CIA Operations Center. The most important of these is the constant and direct interface between the Operations Center officers and the OCI analysts. Moreover, the fact that OCI delegates to the CIA Operations Center a great deal of its decision-making authorities, particularly after hours, necessitates that the relationships not be diminished by administrative separations or unnecessary diffusing of command channels.

5. I think Vince Heyman makes several good points in his study and that we can move considerably in helping him to foster the image of the CIA Operations Center as truly an Agency undertaking:

- expand his control over the staffing of the Operations Center and its budget and resources. I have already given such instruction to the Chief of my Management Staff.
- establish more regularized contact between Mr. Heyman and the Agency leadership by having him attend the DCI's Friday morning staff meetings as well as the DDI's Executive Council meetings.
- give Mr. Heyman positive support for the physical expansion of the Operations Center, particularly into the space now occupied by the former SAVA Staff.
- foster a more representative staffing pattern in the Operations Center by having broader representation from the other production offices in the DDI as well as from the other Directorates.

6. The one recommendation I do not endorse is that the Operations Center be made subordinate to the Office of the Director



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7. In sum, I recommend that:

- The executive direction of the Center continue to be through the DDI/OCI.
- The changes presented in paragraph 5 above be implemented.
- The question of additional positions for the Center be considered by the Associate Deputy Directors in their review of the staffing of the entire Agency.



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EDWARD W. PROCTOR
Deputy Director for Intelligence

Attachments:

- Operations Center Memorandum to the Director
- D/OCI Comments

Distribution:

Original - Addressee w/atts.

- 1 - Mr. Evans (Executive Secretary) w/atts.
- ① - DDI w/atts.
- 1 - D/OCI w/atts.
- 1 - Operations Center w/atts.